

MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

Missing Enclosures: 7-59
3-60

DC-RMS COPY

~~CONFIDENTIAL~~

OC-RMS

18 March 1964

KUCUB Notice No. 5-64SUBJECT: Supervisory Performance in Matters of Employee Performance and Behavior / OC

1. Deputy Chief, KUBARK has recently expressed concern over the failure of supervisors at all levels to take reasonable corrective action in cases where the personal conduct or job performance of an employee is so deficient that his suitability for continued employment is questionable. He stated that this deficiency is rarely a spontaneous or an isolated affair and that an investigation usually reveals a gradual deterioration in moral fiber and/or performance has taken place. He went on to deplore the actions of those supervisors who quietly tolerate or even conceal these serious defects in an employee through a misguided sense of compassion or friendship.

2. To protect the vital interests of KUBARK and ODYOKE, Deputy Chief, KUBARK directed the Chief of Personnel to investigate any case brought to the attention of the latter involving an employee's suitability for continued employment. Failure of a supervisor to meet his responsibilities in such a case are to be included in the Chief of Personnel's report together with his recommendations to the Deputy Chief, KUBARK.

3. KUCUB area chiefs are requested to continue to impress all supervisors with the necessity for vigilance in these areas of concern. Prompt detection of an incipient case and implementation of remedial action to guide, criticize, or discipline the offender often will ameliorate the situation. I believe that KUCUB's record in this field is good, but I urge that there be no relaxation of our efforts. Careful documentation of each case is essential as is the discreet and equitable handling of each situation which may arise. Above all, be prompt in referring to me any instance of a deficiency which falls under the categories indicated by Deputy Chief, KUBARK, and do so before the situation ~~is exacerbated further~~ *becomes worse*.

25X1A9a

Distribution: A
2

25X1A6a

Group 1
excluded from automatic
downgrading and
declassification

~~CONFIDENTIAL~~

DOC	REV DATE	BY
ORIG COMP	OPI 39	TYPE 01
ORIG CLASS	PAGES	REV CLASS
JUST 22	NEXT REV 26/2	AUTH: HS 70-2

~~SECRET~~

16 July 1964

KUCLUB Order No. 15-64

SUBJECT : The KUCLUB Career Service

RESCINDED: KUCLUB Order No. 3-60

Contents

<u>Section</u>	<u>Page</u>
I. General	1
II. Purpose	1
III. Organization and Responsibilities	1-3
A. Chief, KUCLUB	1
B. The Career Service Board	1
C. KUCLUB Personnel Panels	2
D. The Executive Coordinator	2
E. Chief, Administration	3
F. Career Management Officer	3
G. Chiefs of KUCLUB Areas	3
H. KUCLUB Headquarters Staff Chiefs	3
I. Chief of Operations	3
IV. Jurisdiction of KUCLUB Panels	4
V. Procedures	4
VI. Exceptions	5

GROUP 1
excluded from automatic
downgrading and
declassification

~~SECRET~~

~~SECRET~~

THE KUCLUB CAREER SERVICE

I. General

This order prescribes the purpose, organization and responsibilities for administering the career service program within KUCLUB. The Chief, KUCLUB is the head of the KUCLUB Career Service. He is assisted in its administration by the officers mentioned herein.

II. Purpose

The KUCLUB Career Service program has been established to provide, develop, and maintain specially qualified personnel who agree to perform, on a career basis, the missions and functions of KUCLUB. This group of career personnel is dedicated to KUCLUB service under circumstances which develop from the requirements placed on KUCLUB. The career development and personal circumstances of the KUCLUB careerist will be considered, consistent with the needs of the service, in each action taken under the provisions of this order and related issuances. This program also has as its purpose the selection of the best qualified personnel for advancement based upon the competitive evaluation of all personnel in each specialized competitive grouping.

III. Organization and Responsibilities

A. Chief, KUCLUB

The head of the Career Service will prescribe the organization, composition, and the personnel procurement, assignment and promotion policies of the KUCLUB Career Service. He will appoint the officers who will serve as panel heads and in other key positions of the Career Service administration. Chief, KUCLUB will directly control the assignment of KUCLUB (SC career designation) personnel of grade GS-16 and above, and he will recommend to Chief, [REDACTED] promotions and other actions concerning personnel at these grade levels.

25X1A2d1

B. The Career Service Board

The KUCLUB Career Service Board will advise the Head of the Career Service on KUCLUB career matters. This board will have as its voting members the heads of each KUCLUB personnel panel as described below. The Deputy Chief, KUCLUB will serve as chairman of the Board and will cast a tie-breaking vote when necessary. The Executive Coordinator (see below) will serve as Executive Secretary of the Board. The Board will be a policy recommending body on KUCLUB career service matters. It should take action on inter-panel matters which are referred to the Board for resolution, and it will recommend candidates for senior courses such as the Armed Forces Staff College and Mid-Career Course.

~~SECRET~~

~~SECRET~~

C. KUCLUB Personnel Panels

(1) Personnel who are in the KUCLUB Career Service will be assigned to one of the KUCLUB Personnel Panels established by Chief, KUCLUB. Each panel will have cognizance over a group of related KUCLUB positions and the personnel assigned to those positions. Each position assigned to a panel will carry a literal symbol on administrative records to identify it with its cognizant panel (e.g., Technical Panel positions will bear the symbol SCN to indicate their KUCLUB Engineering relationship). An individual assigned to a position for a tour of duty is under the cognizance of the panel controlling that position, except in certain special circumstances approved by Chief, KUCLUB. When personnel below grade GS-14 occupy Panel O positions, they nevertheless remain under the cognizance of their present panel.

(2) Each panel head will appoint the number of panel members he desires to assist him with his panel duties. Each panel member must be in grade GS-13 or higher and must be at least two grades higher than the personnel considered by the panel. Panel heads will keep the Executive Coordinator apprised of these appointments. The Coordinator will publish the panels' membership annually.

(3) Each panel may appoint any number of working groups to assist the panels with its duties such as preparing competitive evaluations and recommending assignments of personnel. Each member of a working group must be at least in grade GS-12 and must be two grades higher than the personnel considered by the group. The product of the working groups will be consolidated by the parent panel.

D. The Executive Coordinator

Normally, the KUCLUB Executive Officer will serve as Executive Coordinator of the KUCLUB panels and as Executive Secretary of the KUCLUB Career Service Board. He is responsible to the Chief, KUCLUB for the administration of the provisions of this order. He shall be responsible for assisting in the proper grouping of related positions in panels and when requested shall arbitrate transfers of positions and personnel from one panel to another or refer the matter to the Board if necessary. He shall ensure that approved competitive rating standards are provided. The Executive Coordinator shall continually review the state of the KUCLUB Career Service and shall recommend necessary new procedures, statistical reviews, career management methods, and related actions which may be required in the best interests of the service. The Executive Coordinator normally will not participate in the routine deliberations of each panel, but he will be prepared to assist and advise the panels on career service matters as required.

~~SECRET~~

~~SECRET~~

E. Chief, Administration Staff

Chief, Administration Staff is responsible for:

- (1) Providing the necessary personnel management data and administrative support to the KUCLUB panels.
- (2) Processing the recommended assignment and promotion actions originated in each KUCLUB element concerned for personnel who are assigned to KUCLUB but carry other than an SC career designation.

F. The Career Management Officer

The Career Management Officer is responsible for providing and/or developing statistical information on KUCLUB personnel, available slots, assignments, promotional headroom and related matters. The CMO will provide information available in personnel files which may affect the actions being taken by the panels and will serve as the principal assistant to the Executive Coordinator in handling the detailed administrative duties associated with the KUCLUB career system.

G. Chiefs of KUCLUB Areas

Chiefs of KUCLUB Areas will evaluate annually as required all personnel who have been assigned to their respective areas for at least six months. Area Chiefs will indicate to headquarters for headquarters' action those individuals who have been in their areas for less than six months' time. Area Chiefs will recommend advancements, step increases, honor awards and reassignments as appropriate.

H. KUCLUB Headquarters Staff Chiefs

In general the functions of the headquarters staff chiefs are synonymous with those of the panels' heads because the appropriate staff chief will usually serve as the panel head. Where this is not the case, the staff chief concerned must be represented on the formal panel whenever the panel acts upon matters concerning his category of personnel.

I. Chief of Operations

The Chief of Operations must concur in any action concerning personnel assigned to a field position. Normally, the Chief of Operations will delegate this responsibility to the chiefs of the KUCLUB operational divisions concerned.

~~SECRET~~

~~SECRET~~

IV. Jurisdiction of the KUCLUB Panels

As presently constituted, the KUCLUB Career Service includes the following panels with cognizance over the personnel indicated:

<u>Panel Title</u>	<u>Abbreviated Title</u>	<u>Records Symbol</u>	<u>Cognizance</u>
Administrative	Panel A	SCA	All personnel through GS-13 assigned to administrative, clerical, and records management positions
COMSEC	Panel S	SCS	All personnel through GS-13 assigned to communications security positions.
Operational	Panel T	SCT	All communications specialists through GS-13 and communications technicians (Radio) assigned to operational, telecommunications, radio station operating and training positions.
Senior Officers	Panel O	SCO	All KUCLUB personnel in grade GS-14 and above, regardless of assignment.
Signal Centers	Panel C	SCC	All personnel through GS-13 assigned to Signal Center positions.
Special Programs	Panel P	SCP	All personnel through GS-13 assigned to Special Programs positions.
Technical	Panel N	SCN	All personnel through GS-13 assigned to engineering, engineering technician and supply positions.

V. Procedures

Detailed administrative and operating procedures will be published as a separate issuance for the information and guidance of all KUCLUB personnel concerned with career service matters.

~~SECRET~~

~~SECRET~~

VI. Exceptions

Within the authority delegated to him by KUBARK regulations, Chief, KUCLUB, as an operating official and head of a career service, may make exception to procedures as outlined herein when unusual or unpredictable circumstances make such an exception necessary.

25X1A2e



Distribution: AB3

~~SECRET~~